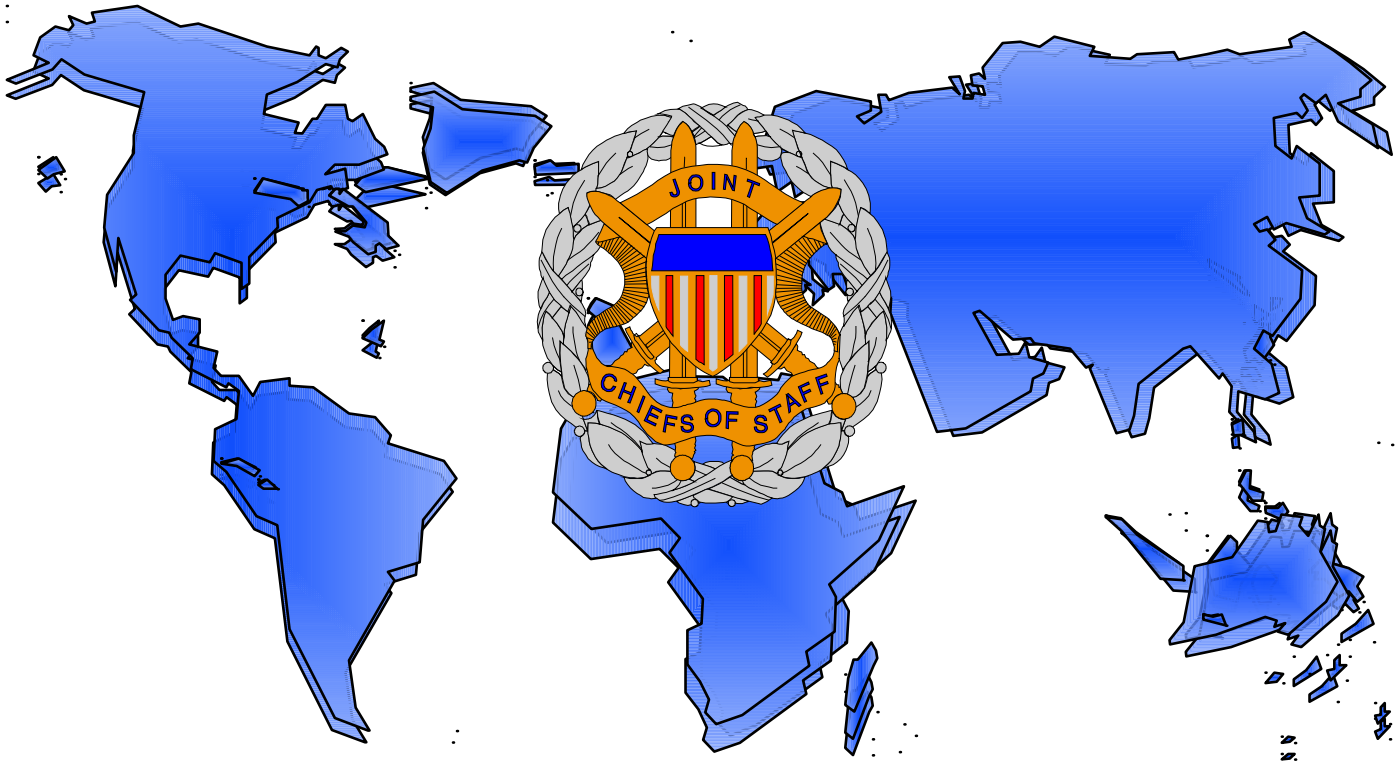
Joint Assessments



Implications of the Defense Readiness Reporting System and Training Transformation

Objectives & Overview

- Summarize status of joint assessment
- Recognize how Defense Readiness Reporting System (DRRS) will impact joint assessment processes
- Recognize how Training Transformation (T2) will influence joint assessment inputs and output
- Outline proposed way ahead

Terminology

- **Assessment:**
  - **A holistic, commander-derived interpretation of formal and informal data, both objective and subjective, gathered over time to determine an organization's ability to execute assigned missions.**
  - **A methodology for identifying issues and shortfalls that should be analyzed with respect for risk and resource allocation.**
- **Evaluation:**
  - **Used to measure a specific audience's proficiency in accomplishing specific tasks, under certain training conditions, to a designated level of performance**

Both serve two purposes…

to provide <u>constructive analysis</u> and

Status of Joint Assessments (1/5)

- **Joint assessments reflect joint ambiguity in…**
  - **Organization:** Combatant commands only "possess" assigned peacetime staffs…need approaches that include assigned, augmentation staffs engaged in full spectrum of operations activities
  - **Doctrine:** What are "joint forces?"…actual apportioned forces assessed by Service, only opportunities to assess in joint environment are exercises and operations
  - **Roles and custom:** CJCS's advisory role and custom limits Joint Staff's leverage and ability to actually assess combatant commands
  - **Culture:** Services understand and use readiness and performance assessments…inherently understood as

Title 10, US Code, section 153; CJCS responsibilities include…

"Establishing and maintaining, after consultation with the commanders of the unified and specified combatant commands, a uniform system of evaluating the preparedness of each such command to carry out missions assigned to the command?"

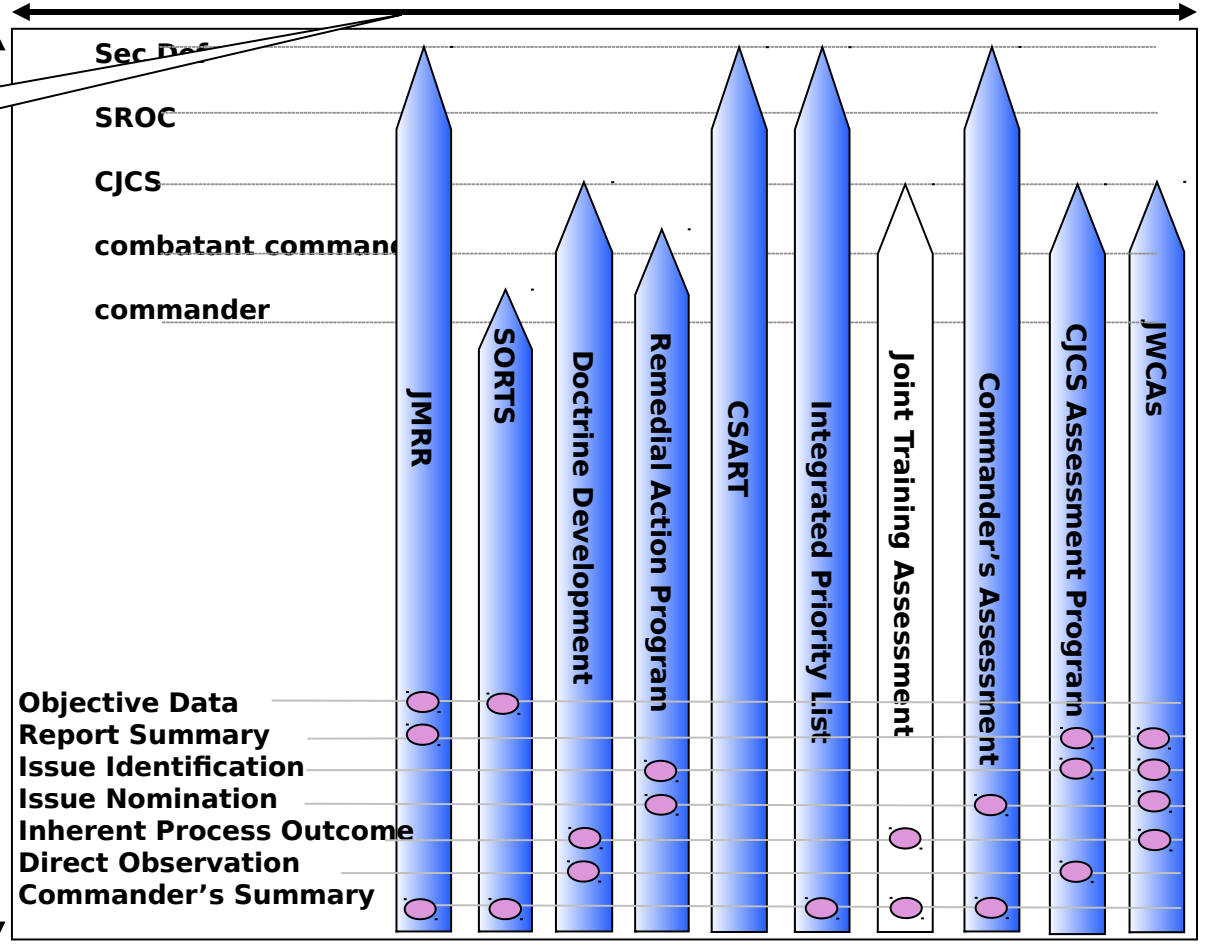
Status of Joint Assessments (2/5)

Processes such as JMRR, CJCS Assessments, and CSART all part of a larger association of joint assessments, but…

Wide range of approaches and references--not a system, but a collection of

No "top to bottom linkage between inputs and outputs

Bottom line, existing "process" lacks coherence, credibility, clarity, consistency



Status of Joint Assessments (3/5)

- **Joint Monthly Readiness Review (Joint Staff J3)**
  - **Requires combatant commanders and CSAs to summarize status of major combat/critical strategic forces**
    - **Scenario-driven, self-asses[illegible] proces[illegible]**

What's Working

Process well understood and established

Senior decision-maker visibility

Effectively highlights areas of concern

Linkages to corrective action methodologies

What's Not

"Issues" broadly captured, difficult to relate to specific activities or resource allocation

Difficult to quantify risk and impacts of correction actions

Questionable linkage between what's measured and what is actually needed for joint warfighting

Dependence upon GSORTS, which still needs improvements to reach

Status of Joint Assessments (4/5)

- **CJCS Assessment Program (Joint Staff J7)**
  - **Chairman's program…designed to highlight combatant command readiness concerns while validating corrective actions**
    - **Executed via on-site assessments during joint events, staff visits**
    - **Core cadre of Joint Staff officers supported by subject matter**

What's Working	***What's Not***
Flexible, responsive assessment teams and approaches	*Excessive focus on joint exercises*
Observations during realistic exercises and real world operations	*No consistent, objective assessment criteria*
Validates other assessment processes	*Lack of perceived "value added", insufficient senior officer advocacy*
	Institutionalized resistance to Joint Staff assessments by combatant commands

Status of Joint Assessments (5/5)

- **Combat Support Agency Review Team (Joint Staff J8)**
  - **CSART provides assessments of CSA support to combatant commands**
    - **Designed to highlight areas of success and concern via collaborative (CSART team, CSA, and combatant command)**

What's Working	*What's Not*
Organic linkage to JWCAs and JROC (J8)	*Collaborative, questionnaire-based approach may not always capture issues, subject to skewing*
Direct general/flag officer engagement	*Approach may not suit all activities, especially combatant commands*
CJCS and SecDef inclusion in CSART report review/approval process	*Lack of objective data support (aside from trending)*
Derives customer oriented perspective on CSA support	*May not be compatible with DRRS' mission essential task-based format*

Objectives & Overview

- Summarize status of joint assessment
- **Recognize how Defense Readiness Reporting System (DRRS) will impact joint assessment processes**
- **Recognize how Training Transformation (T2) will influence joint assessment inputs and output**
- Outline proposed way ahead

Defense Readiness Reporting System (DRRS)

- DRRS[1] establishes a capabilities-based, adaptive, near-real-time readiness reporting system for DoD
  - Mission essential tasks serve as baseline reporting and analysis construct across DoD
  - Supported by two readiness management processes: Joint Quarterly Review and Senior Requirements Oversight Council
  - Directs development of Enhanced SORTS
  - Leverages legacy systems, commercial technology

Focus of DRRS is to unify DoD readiness reporting under a responsive construct designed around mission essential tasks

1. 3 June 2002 DoD Directive, DoD Defense Readiness Reporting System (USD P&R)

Training Transformation (T2)

- T2[2] established the first holistic framework for developing and executing joint training
  - A strategic plan for establishing comprehensive and systematic joint training
  - Relies on mission essential tasks and operational requirements as joint training drivers
  - Leveraging networked, live, virtual, constructive training and mission rehearsal environment
  - Develop interfaces between training systems and acquisition, logistics, personnel, military education, and command and control processes

T2 is designed to enhance joint training, formally links joint training to joint operational requirements via mission essential tasks

2. 10 June 2002 Deputy SecDef Memorandum: Implementing the "Strategic Plan for Transforming DoD Trainin

Impacts of DRRS and T2

The rules changed, and everyone in DoD has to follow them…

DRRS and T2:

- **Establishes a common readiness and training "language" across DoD: Universal Joint Tasks [List] (UJTL)**
- **Naturally links high-level assessment outcomes with discrete evaluation inputs via mission essential tasks extracted from UJTL**
- **Establishes direct correlations between DPG/CPG and readiness and training activities throughout DoD, from strategic through tactical levels**
- **Mandates that Services, CJCS, combatant commands, CSAs report via Enhanced SORTS (ESORTS) and expanded Joint Quarterly Readiness Review (JQRR) to SROC**
  - **ESORTS will be an adaptive, near-real time evolution of GSORTS**
  - **JQRR will be a quarterly, scenario-driven readiness assessments**

Impacts of DRRS and J2

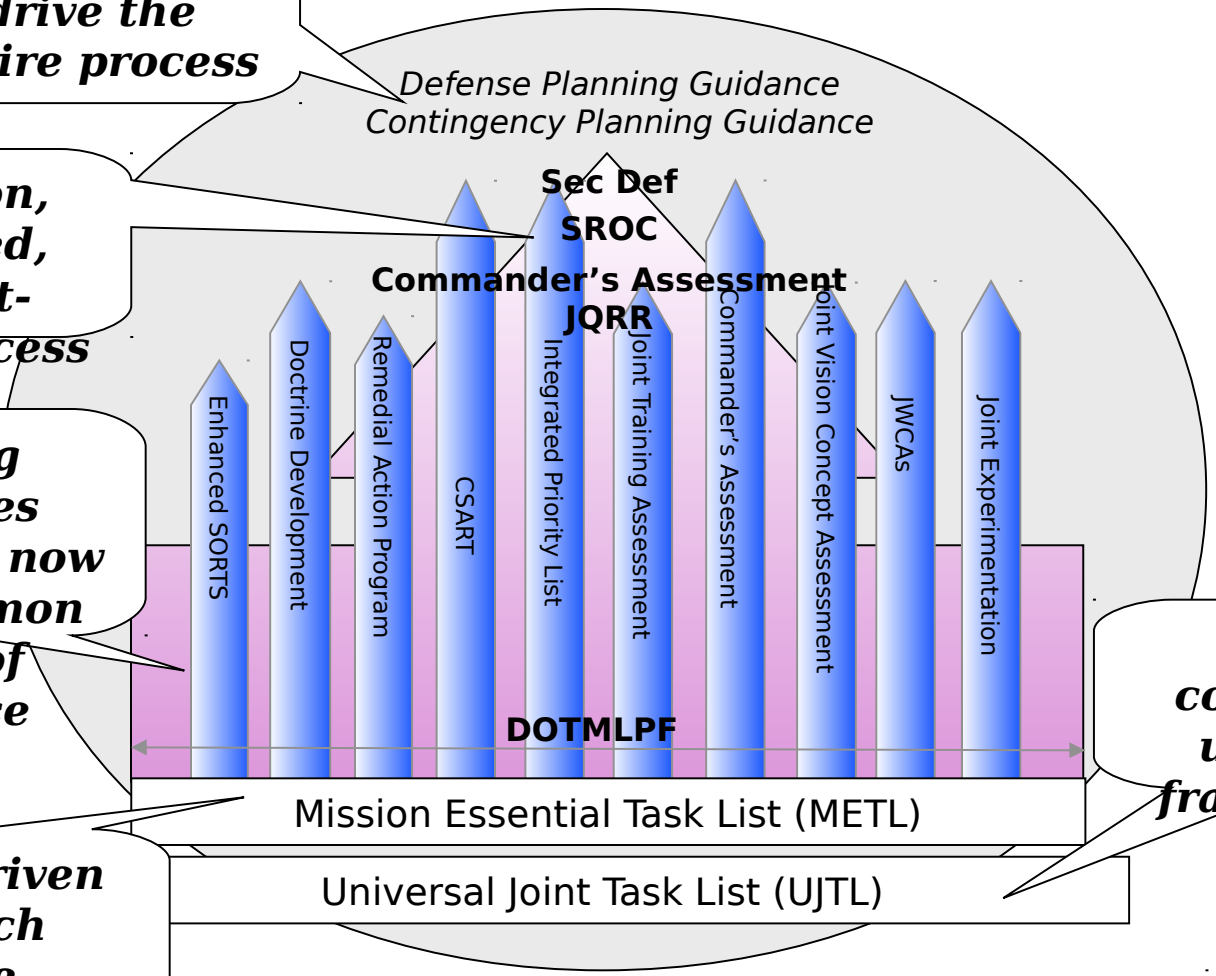
Sets the stage for a national readiness system

DPG/CPG drive the entire process

A common, integrated, and joint-driven process

Existing processes intact, but now with common frame of reference

METL-driven approach ensure operational



UJTL confirmed as underlying framework for all DoD activities

Objectives & Overview

- Summarize status of joint assessment
- Recognize how Defense Readiness Reporting System (DRRS) will impact joint assessment processes
- Recognize how Training Transformation (T2) will influence joint assessment inputs and output
- **Proposed way ahead**

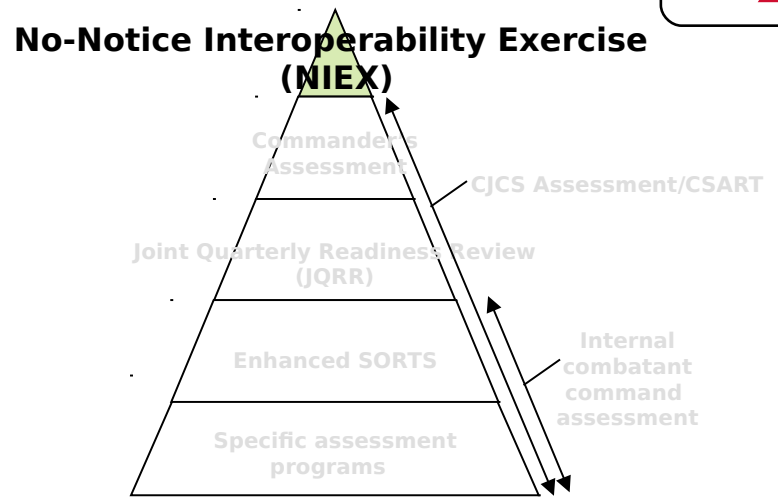
Proposed Way Ahead…ROE

- ✓ **Commit to a holistic approach…to derive a holistic outcome**
- ✓ **Consider uppermost (decision) through low level (execution) assessment linkages**
- ✓ **Leverage, to maximum extent, existing processes, tools and resources**
- ✓ **Build in verification processes**

NIEX...a new role

No Notice Interoperability Exercises

- ***NIEX currently used as national-level event, linked to narrowly-focused execution activities***
- ***Does not mirror to JQRR, but tests and exercises system (and JQRR results).***
- ***Directly engages senior national decision-makers in scenario-driven exercises.***
- ***Construct well suited to including a wide range of joint and agency activities.***



Requirements for Success

Developing a highly structured, standardized event format

NIEX development, execution, and assessments conducted as highly classified, sensitive events.

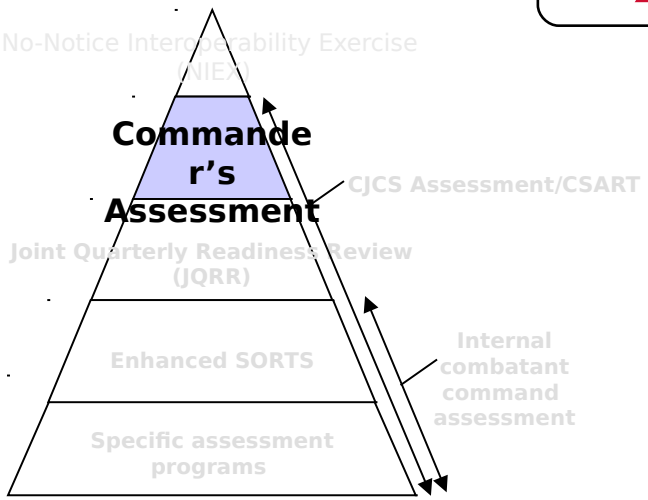
Direct SecDef and SecState endorsement of both the NIEX process/results.

Commander's Assessment…still key

- ***Commanders retain authority, responsibility and prerogative to subjectively influence objectively derived assessments.***

- ***Focus of these adjustments is not to take "person out of the loop", but enhance commander's assessment ability.***

- ***Must recognize and mitigate risk of "technology enabled***



Requirements for Success

Expanded, more productive linkage between joint commanders and SORTS/ESORTS…joint to Service linkages need work

Process must be adaptable enough to reflect each commander's priorities and changing imperatives.

JQRR
Joint Quarterly Readiness Review

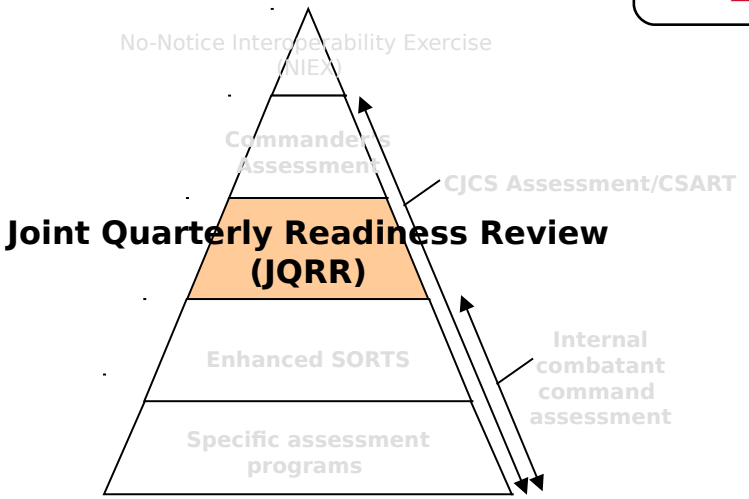
- ***June DRRS Directive notes the JQRR will conduct timely, scenario-based quarterly assessments.***

- ***JQRR will join SROC and ESORTS as major elements of DRRS***

- ***Mission essential tasks will from backbone of readiness reporting construct.***

- ***Commander assessments provide context and substance to objective data***

- ***Process will use modern***



Requirements for Success

Will require additional investment to develop "modern analytic tools and models " mandated by DRRS

Adjustments must be congruent with the overall assessment framework and not narrowly optimized for one process.

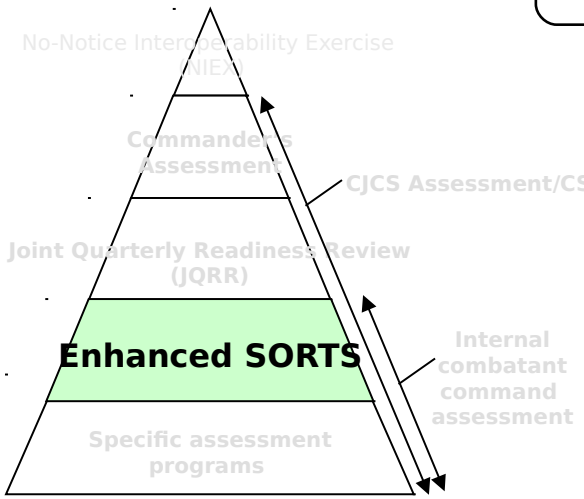
Assessment tools and models should be available to Services, combatant commands, and CSAs and fully

Enhanced SORTS

- ***ESORTS will serve as DRRS' objective backbone, provide a MET-based, metrics-driven reporting framework***

- ***GSORT currently a centralized process (Joint Staff J3 via DISA), needs some reciprocal connectivity to combatant commands and CSAs***

- ***MET linkage, from unit training, plans, activities through to Defense Planning***



Requirements for Success

Technology and process must be fully thought through … second order impacts may alter joint C2 landscape

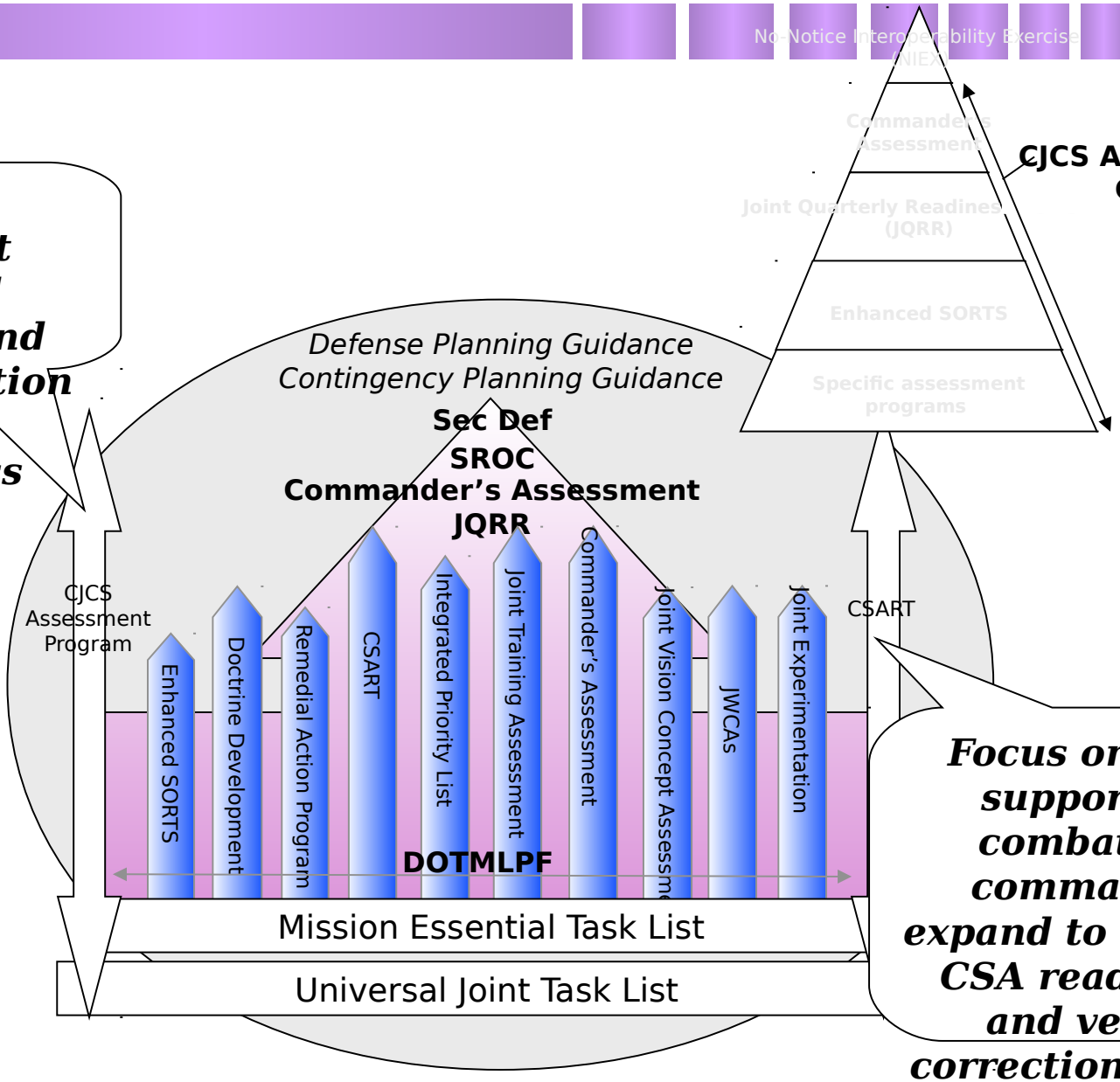
May need protocols for accessing/applying data without commander's subjective appraisal (near real time)

Possible tiered or buffered data "reachdown" on ESORTS data to minimize lower echelon sensitivity

CSART

Verifying results and corrective action impacts

Focus on combatant command readiness and verify correction action effectiveness



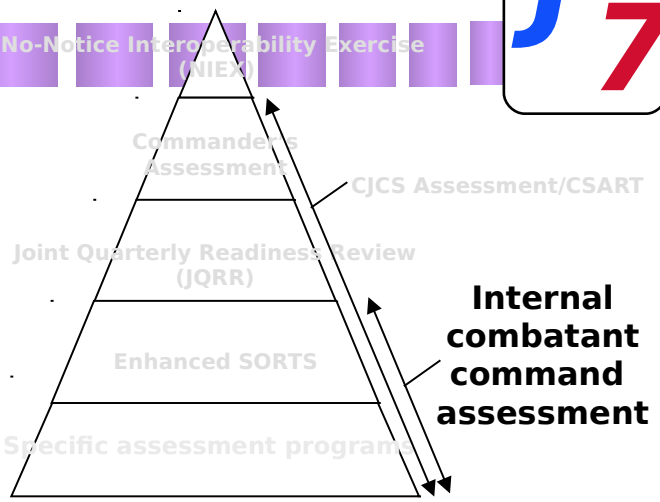
Focus on CSA support to combatant commands, expand to include CSA readiness and verify correction action

Programs
Internal combatant command/CSA assessments

- ***Objective is to enhance combatant commander/CSA director's ability to assess readiness and other, related activities***

- ***Expect tailored <u>approaches</u>, reflecting differing environments and priorities***

- ***However, <u>output</u> should be congruent with externally linked processes***



Requirements for Success

Internal assessment programs must be interoperable with other commands' programs, ESORTs, and JQRR processes

Must develop and institutionalize internal combatant command assessment processes

May need to develop specialized "assessment & evaluation" cadre possessing right experience, tools, expertise

Develop/leverage internal staff linkages and processes

Must have direct command level interest and

Internal Assessment Programs

One Option: Inspector Generals

Why IGs?

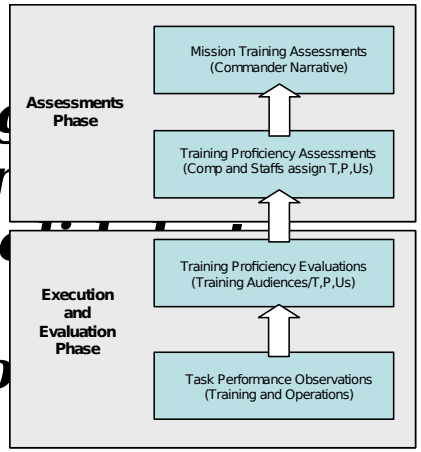
•Combatant command, CSA, and Service Inspector Generals are currently engaged in activities similar to those required to support internal readiness assessments.

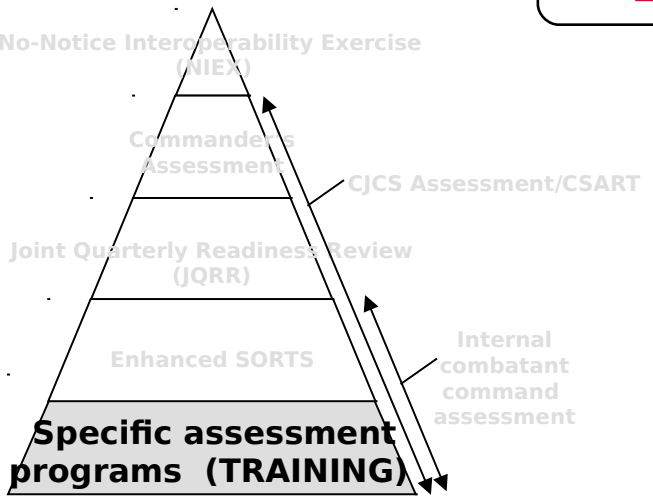
- *Core cadre's already in place…understands mission fundamentals*
- *Staffs understands IG's role, minimal organizational resistance*
- *Reporting processes established, IG's have the commander's attention*
- *Roles such as specialized inspections,*

Bottom line, the basics are already in place: people, processes, and resources

improve IG system

Programs
Joint Training Assessment


Assessments Phase
Mission Training Assessments (Commander Narrative)
Training Proficiency Assessments (Comp and Staffs assign T,P,Us)
Execution and Evaluation Phase
Training Proficiency Evaluations (Training Audiences/T,P,Us)
Task Performance Observations (Training and Operations)



- ***Current training assessmen… need to focus o… execution and linkages***

- ***Joint exercises perceived as synonymous with joint training… joint training must reflect gamut of joint activities***

- ***Combatant commands and CSAs beginning to address***

Requirements for Success

JTIMS needs significant adjustments to expand beyond exercise-centric capabilities

Technology enabled processes and linkages between assessment activities

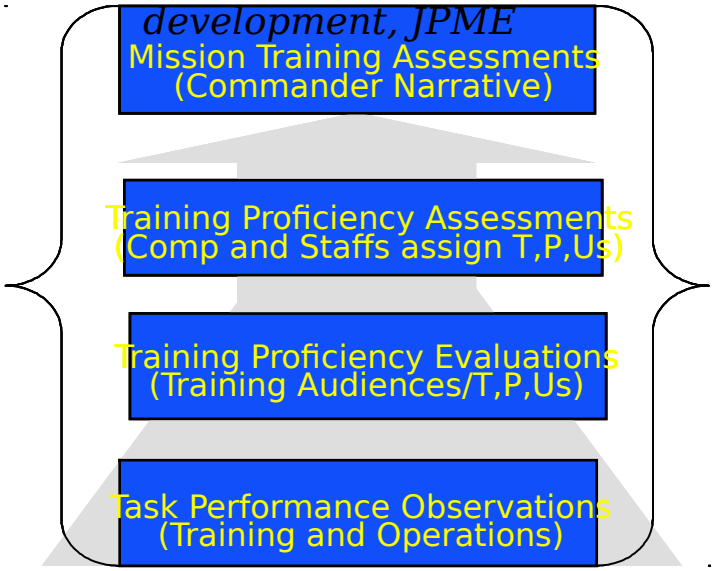
ESORTs joint training readiness categories

Joint Training Assessment
Where do we stand?

Often weak or nonexistent external (Output) linkages to processes such as SORTS, JMRR, JROC, JWCAs, IPL, Remedial Action Program, Lessons Learned, joint planning, doctrine development, JPME

Lack of comprehensive training plans incorporating wider range of joint activities and requirements

Process in place but not effectively linked and lack full institutional commitment



Most internal assessment programs are ad hoc, not imbedded within core staff processes

Lack of specialized assessor cadre and expertise

Lack of comprehensive training plans incorporating wider range of joint activities and requirements

Joint training requirements (inputs) generation immature, almost wholly focused on exercises

Joint Training Assessment
What needs to change?

Integrated Priority List Development | *JQRR/ESORTS Inputs* | *Training Plan Development* | *Commander's Assessment Development* | *External/Internal Issues Resolution Processes (DJMLPF)* | *Joint/Internal Lessons Learned Programs*

Develop institutionalized linkages

Assessments conducted by appropriately trained, experienced, and equipped

Training deficiencies and possible accepted risks <u>quantified</u> with respect to mission execution

Mission Training Assessments (Commander Narrative)

Training Proficiency Assessments (Comp and Staffs assign T,P,Us)

Training Proficiency Evaluations (Training Audiences/T,P,Us)

Task Performance Observations (Training and Operations)

Comprehensive Training Plan
METL provide linkage

Defense Planning Guidance, Plans, Commander/Director Priorities, Other Guidance

Direct, consistent commander engagement key to long-term viability

Must encompass entire joint training requirements

METL linkage provides credibility and legitimacy of training

Joint Training Assessment

What are the key requirements for combatant commands/CSAs?

- **Specified Tasks:**
  - **Develop METS in support of assigned missions and report readiness to execute in the context of JQRR scenarios**
  - **Include as measured units within ESORTS joint operational and support organizations needed to execute METS**
  - **Propose and monitor ESORTS metrics to measure Agency readiness to execute essential tasks in support of assigned missions**
  - **Satisfy commander's reporting and assessment requirements**

- **Implied Tasks:**
  - **Developed system interoperability with JQRR/ESORTS formats**
  - **Developed system interoperability with other**

Assessments

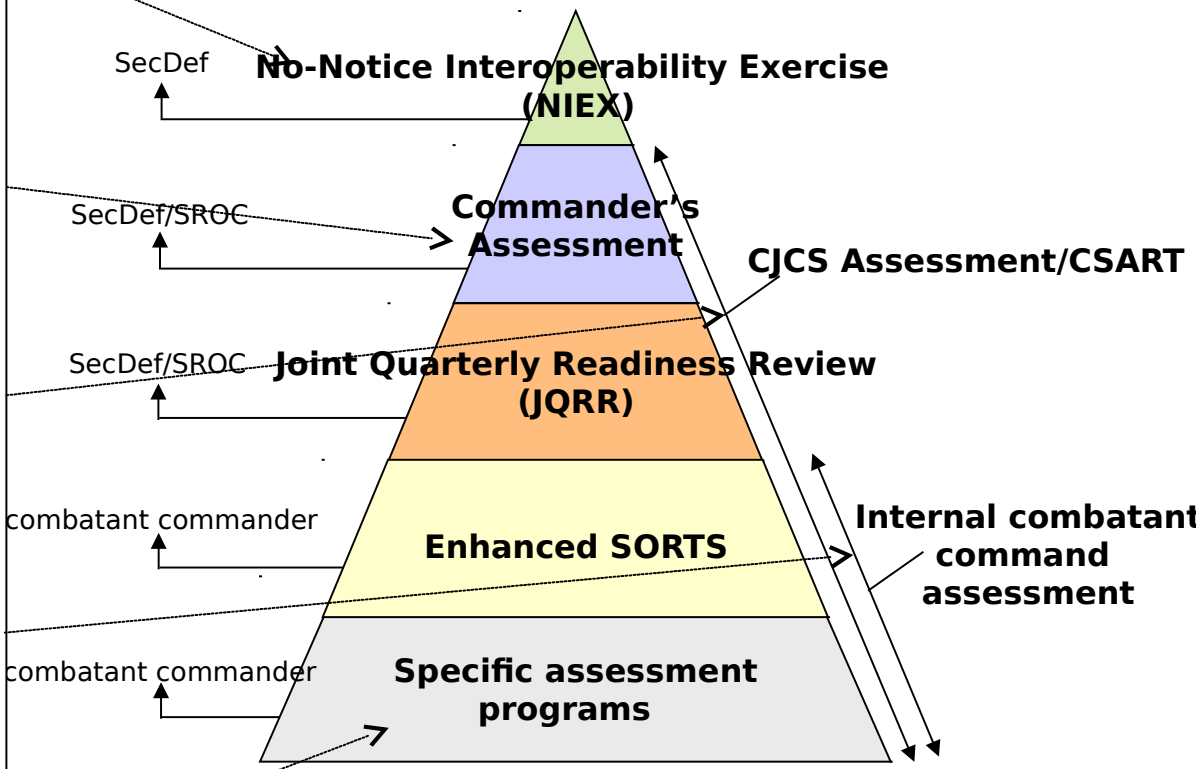
Linking the full range of joint activities and assessments

1. ***NIEX in place to validate results, increase understanding of assessment results***

2. ***Process relies on commander's judgment as primary assessment activity***

3. ***CJCS Assessments and CSART engage full spectrum of process***

4. ***Combatant commander's assessment enhanced by internal command assessment processes***



A possible end state for a fully integrated readiness reporting and assessments process

Way Ahead
Near-term actions

- **Reach consensus on approach**
- **Establish coordinating activity/working group**
- **Set initial key milestones**
- **Get leadership's buy-in**

Questions?

- ☑ **Summarize status of joint assessments**
- ☑ **Recognize how Defense Readiness Reporting System (DRRS) will impact joint assessment processes**
- ☐ **Recognize how Training Transformation (T2) will influence joint assessment inputs and output**
- ☐ **Outline proposed way ahead**

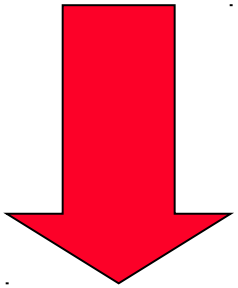
Back Up Slides

Universal Joint Task List (UJTL)

Mission Essential Task (MET) Linkage

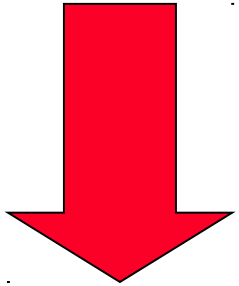
The linchpin of both DRRS and T2 is underwriting plans, operations, training, and assessments with UJTL and MET but, there remains much to do…

PLANS



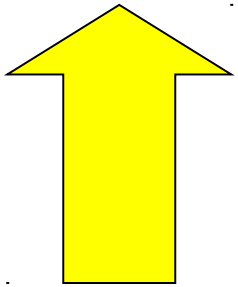
No direct linkage, core processes not structured to fully leverage UJTL/METs

OPERATIONS



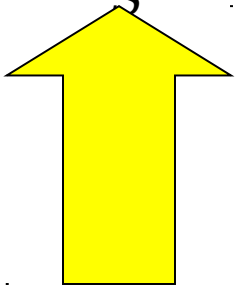
UJTL/METs perceived as training methodology/process, little to no linkages within current operations

*TRAINING**



Acknowledged as organic to training and exercise processes, but currently not fully integrated into core processes

ASSESSMENTS

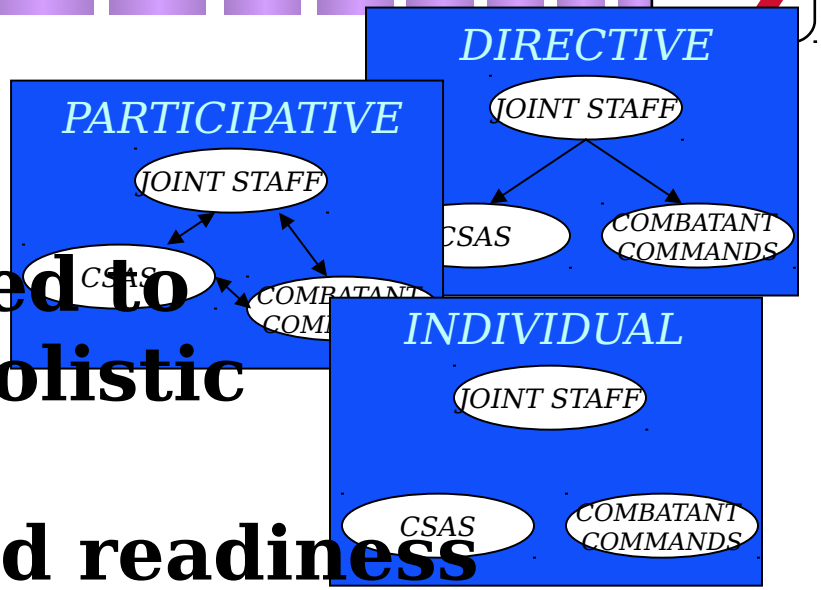


Adopted into JMRR, but not part of overall assessment constructs, no full linkages established

** Includes 4 phases of Joint Training System: Requirements, Planning, Execution, Assessment*

Before Building a Roadmap

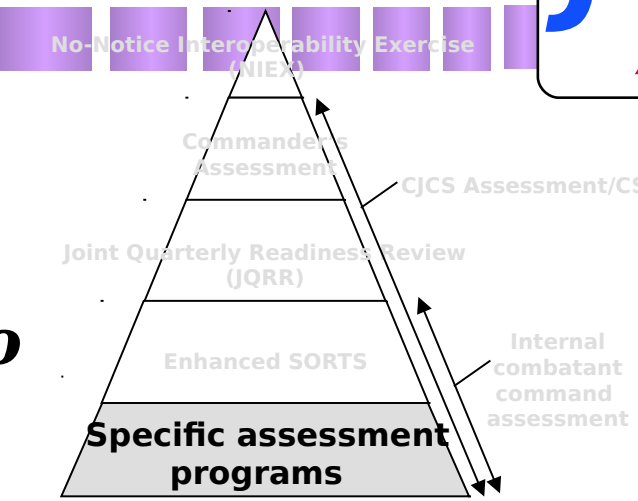
We need to agree on approach



DRRS inherently designed to derive holistic conclusions from assessment and readiness results... we may need at least an interoperable approach, but more likely an integrated approach to arriving at solutions...an integrated team effort comprised of OSD, the Joint Staff, combatant commands, Services, and

Programs

Internal combatant command/CSA assessments



Objective: Enhance the commander/director's ability to assess readiness

Preferred Approach

Centralized: ***Assessment activities focused on specialized staff activity/organization, reporting to commander/director.***

+ Development of specialized expertise
+ Likely higher fidelity of assessment results
+ Great opportunity for standardization
+ Insulated from some staff equities/priorities
+ Consistent focus on assessment activities
- Likely lead to less tailored

Distributed: ***Assessment activities spread among existing staff activities, with summary generated by tasking.***

+ Minimal change to existing staffs
+ Minimal personnel growth/cost
+ Permits highly tailored approaches
- Marginalized expertise of assessment elements
- Unlikely to generate consistent/repeatable results
- Skewing due to staff equities/priorities
- Activity may be prioritized differently staff element - Difficult to

Joint Training Assessment

Initial Roadmap...for the way ahead

concept development

concept implementation

Establish External Requirements	Outline initial internal approaches	Synchronize Internal/External Approaches	Commander/Director Approval	Implementation Working Group
OSD/Joint Staff	combatant commands/CSAs	Joint Staff/Services combatant commands/CSAs	Joint Staff combatant commands/CSAs	OSK/Joint Staff/Services combatant commands/CSAs

T2 Signed | DRRS Signed

WJTC

Internal Assessment Programs

Centralized Approach: Inspector Generals

What needs to be done?

- *Framework*
  - *Mission essential tasks reviewed to ensure they conform to DRRS guidance*
  - *Related measures and standards validated*
  - *Determine additional resources, personnel, and training*
- *Execution*
  - *Frequency and duration of assessments*
  - *Development of assessment approaches:*
    - *Training events*
    - *Exercises*
    - *Interview/survey/testing*
    - *On site visit/inspection*
    - *SORTS data correlation*
    - *Commander interviews*
- *Output*
  - *Reporting format and audience, must reflect tailored approaches of each command and agency while still*